

Exhibit 300: Capital Asset Plan and Business Case Summary

Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview (All Capital Assets)

1. Date of Submission: 2010-03-17 07:30:18

2. Agency: 024

3. Bureau: 00

4. Name of this Investment: FEMA - Disaster Management E-Government Initiative (2011)

5. Unique Project (Investment) Identifier: 024-00-01-05-01-0130-24

6. What kind of investment will this be in FY 2011?: Multi-Agency Collaboration

- Planning
- Full Acquisition
- Operations and Maintenance
- Mixed Life Cycle
- Multi-Agency Collaboration

7. What was the first budget year this investment was submitted to OMB? *

8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap; this description may include links to relevant information which should include relevant GAO reports, and links to relevant findings of independent audits.

The Disaster Management eGov initiative (DM) helps citizens and emergency responders at the local, tribal, State, and Federal levels improve public safety through more effective and efficient interoperable data communications. DM improves access to disaster assistance information, simplifies applying for disaster assistance, and eliminates redundant agency processes. DM is comprised of the following four parts: (1) DisasterHelp.gov portal (DHELP), (2) Disaster Management Interoperability Services (DMIS), (3) OPEN, and (4) Standards. Through DHELP, DM provides a unified point of access to disaster-related information and services for citizens and emergency organizations. The portal is a centralized location for public and private stakeholders to access disaster information and services provided by government agencies and non-governmental organizations thereby reducing the performance gap for a single federal disaster management site. DMIS provides government and non-governmental organizations with the ability to securely exchange disaster information. Additionally, DMIS - which rides on an interoperable backbone known as OPEN (the third part of the DM initiative) - provides the ability to form collaborative operating groups (COGs) that facilitate information-sharing prior to, during, and after emergencies. The DM Standards Initiative facilitates the development of public data exchange standards for incident management enabling the emergency response community to seamlessly and securely share data across disparate information systems. DM also collaborates with private industry to quickly implement the practitioner-driven standards into solutions, systems, and hardware, ensuring the standards are implemented into products the practitioners need and use. In FY 2007, the program is in the process of being transferred from the S&T Directorate to FEMA. With FEMA assuming ownership of DM and aligning it with the Disaster Assistance Improvement Plan and the National Response Plan, the goal is to substantially improve user-focused disaster management resources. The originating role of this program was to offer one stop shopping in delivering information and services related to disasters for citizens and members of the emergency management community at the local, tribal, state, and Federal levels. These objectives have not changed and will continue to be embraced as the program is transferred to FEMA.

- a. Provide here the date of any approved rebaselining within the past year, the date for the most recent (or planned) alternatives analysis for this investment, and whether this investment has a risk management plan and risk register.**

9. Did the Agency's Executive/Investment Committee approve this request? *

a. If "yes," what was the date of this approval? *

10. Contact information of Program/Project Manager?

- Name: *
- Phone Number: *
- Email: *

11. What project management qualifications does the Project Manager have? (per FAC-P/PM)? *

- Project manager has been validated according to FAC-PMPM or DAWIA criteria as qualified for this investment.
- Project manager qualifications according to FAC-P/PM or DAWIA criteria is under review for this investment.
- Project manager assigned to investment, but does not meet requirements according to FAC-P/OM or DAWIA criteria.
- Project manager assigned but qualification status review has not yet started.
- No project manager has yet been assigned to this investment.

12. If this investment is a financial management system, then please fill out the following as reported in the most recent financial systems inventory (FMSI):

Financial management system name(s)	System acronym	Unique Project Identifier (UPI) number
*	*	*

a. If this investment is a financial management system AND the investment is part of the core financial system then select the primary FFMIA compliance area that this investment addresses (choose only one): *

- computer system security requirement;
- internal control system requirement;
- core financial system requirement according to FSIO standards;
- Federal accounting standard;
- U.S. Government Standard General Ledger at the Transaction Level;
- this is a core financial system, but does not address a FFMIA compliance area;
- Not a core financial system; does not need to comply with FFMIA

Section B: Summary of Funding (Budget Authority for Capital Assets)

1.

Table 1: SUMMARY OF FUNDING FOR PROJECT PHASES (REPORTED IN MILLIONS) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)									
	PY1 and earlier	PY 2009	CY 2010	BY 2011	BY+1 2012	BY+2 2013	BY+3 2014	BY+4 and beyond	Total
Planning:	*	*	*	*	*	*	*	*	*
Acquisition:	*	*	*	*	*	*	*	*	*
Subtotal Planning & Acquisition:	*	*	*	*	*	*	*	*	*
Operations & Maintenance:	*	*	*	*	*	*	*	*	*
Disposition Costs (optional):	*	*	*	*	*	*	*	*	*
SUBTOTAL:	*	*	*	*	*	*	*	*	*
Government FTE Costs should not be included in the amounts provided above.									
Government FTE Costs	*	*	*	*	*	*	*	*	*
Number of FTE represented by Costs:	*	*	*	*	*	*	*	*	*
TOTAL(including FTE costs)	*	*	*	*	*	*	*	*	*

2. If the summary of funding has changed from the FY 2010 President's Budget request, briefly explain those changes:

*

Section C: Acquisition/Contract Strategy (All Capital Assets)

1.

Table 1: Contracts/Task Orders Table

Contract or Task Order Number	Type of Contract/Task Order (In accordance with FAR Part 16)	Has the contract been awarded (Y/N)	If so what is the date of the award? If not, what is the planned award date?	Start date of Contract/Task Order	End date of Contract/Task Order	Total Value of Contract/Task Order (M)	Is this an Interagency Acquisition? (Y/N)	Is it performance based? (Y/N)	Competitively awarded? (Y/N)	What, if any, alternative financing option is being used? (ESPC, UESC, EUL, N/A)	Is EVM in the contract? (Y/N)
HSN-QDC-06-J-00409	T&M: Time & Materials	Y	2006-09-26	2006-09-27	2011-12-14	\$1.8	*	*	*	*	*
HSN-QDC-06-J-00433	T&M: Time & Materials	Y	2006-09-28	2006-09-28	2008-05-27	\$0.6	*	*	*	*	*
HSN-QDC-07-F-00152	T&M: Time & Materials	Y	2008-07-17	2008-07-18	2009-07-17	\$0.1	*	*	*	*	*
HSN-QDC-06-D-00063	FFP: Firm Fixed Price	Y	2008-12-15	2008-12-16	2009-12-15	\$0.7	*	*	*	*	*
Planned Contract (1)	T&M: Time & Materials	Y	2008-06-30	2008-06-30	2009-06-29	\$4.5	*	*	*	*	*
Planned Contract (2)	T&M: Time & Materials	Y	2008-07-15	2008-07-15	2009-07-14	\$6.3	*	*	*	*	*
HSN-QDC-07-J-00524	FFP: Firm Fixed Price	Y	2008-08-14	2008-08-15	2009-08-14	\$0.3	*	*	*	*	*
Planned IntraAgency Agreement	FFP: Firm Fixed Price	Y	2008-06-30	2008-08-16	2009-08-15	\$0.4	*	*	*	*	*
Planned Contract (3)	FPIF: Fixed Price Incentive Fee	Y	2008-06-30	2008-06-30	2009-03-29	\$0.3	*	*	*	*	*
GS-10F-06-LP-A-0003	FFP: Firm Fixed Price	Y	2008-09-25	2008-09-29	2009-09-28	\$5.0	*	*	*	*	*
HSFEHQ-08-D-2009	CPIF: Cost Plus Incentive Fee	Y	2008-09-14	2008-09-15	2009-09-14	\$3.4	*	*	*	*	*
HSFEHQ-08-D-0253	C: Cost	Y	2009-09-30	2009-09-30	2010-09-29	\$0.1	*	*	*	*	*
Planned Contract	FFP: Firm Fixed Price	Y	2009-10-01	2009-10-01	2010-09-30	\$5.0	*	*	*	*	*
Planned Contract	CPIF: Cost Plus Incentive Fee	Y	2009-09-14	2009-09-15	2010-09-15	\$3.4	*	*	*	*	*

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

*

3. Is there an acquisition plan which reflects the requirements of FAR Subpart 7.1 and has been approved in accordance with agency requirements? *

a. If "yes," what is the date? *

Section D: Performance Information (All Capital Assets)

Table 1: Performance Information Table

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
2006	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dms is used	323	383	754
2007	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dms is used	754	814	395
2008	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dms is used	395	455	632
2009	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dms is used	483	543	1109 (as of 6/26/09)
2010	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dms is used	543	603	
2011	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dms is used	603	663	
2012	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dms is used	663	723	
2013	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dms is used	723	783	
2014	Build a Nimble, Effective Emergency Response	*	*	# of disaster situations and training exercises where	783	843	

Table 1: Performance Information Table

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
	System and a Culture of Preparedness			dmis is used			
2015	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of disaster situations and training exercises where dmis is used	843	903	
2006	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of registered users in disasterhelp.gov	49142	54142	69673
2007	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of registered users in disasterhelp.gov	69673	74673	71500 (as of june 30, 2007)
2008	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of registered users in disasterhelp.gov	74673	79673	89077 (as of april, 2008)
2009	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of registered users in disasterhelp.gov	89077	94867	n/a (transitioned to hsin)
2010	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of registered users in disasterhelp.gov	94867	101033	
2011	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of registered users in disasterhelp.gov	101033	107600	
2012	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of registered users in disasterhelp.gov	107600	114594	
2013	Build a Nimble, Effective Emergency Response	*	*	# of registered users in disasterhelp.gov	114594	122043	

Table 1: Performance Information Table

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
	System and a Culture of Preparedness						
2006	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	3743	4243	4625
2007	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	4625	5125	5111
2008	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	5045	5545	5305
2009	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	5176	5676	5430 (as of 6/26/09)
2010	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	5676	6176	
2011	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	6176	6676	
2012	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	6676	7176	
2013	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	7176	7676	
2014	Build a Nimble, Effective Emergency Response	*	*	# of first responders trained on dmis	7676	8176	

Table 1: Performance Information Table

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
	System and a Culture of Preparedness						
2015	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of first responders trained on dmis	8176	8676	
2006	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of total standards recognized	2	6	3
2007	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of total standards recognized	3	7	19
2008	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of total standards recognized	19	23	19
2009	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of total standards recognized	40	44	19 (as of 6/26/09)
2010	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of total standards recognized	44	48	
2011	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of total standards recognized	48	52	
2008	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	% availability of disasterhelp.gov	99.50%	99.50%	100%
2009	Build a Nimble, Effective Emergency Response	*	*	% availability of disasterhelp.gov	99.50%	99.50%	100%

Table 1: Performance Information Table

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
	System and a Culture of Preparedness						
2010	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	% availability of disasterhelp.gov	99.50%	99.50%	
2011	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	% availability of disasterhelp.gov	99.50%	99.50%	
2012	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	% availability of disasterhelp.gov	99.50%	99.50%	
2013	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	% availability of disasterhelp.gov	99.50%	99.50%	
2014	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	% availability of disasterhelp.gov	99.50%	99.50%	
2015	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	% availability of disasterhelp.gov	99.50%	99.50%	
2008	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of organizations linked to disasterhelp.gov	32	32	32
2009	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of organizations linked to disasterhelp.gov	32	32	32
2010	Build a Nimble, Effective Emergency Response	*	*	# of organizations linked to disasterhelp.gov	32	32	

Table 1: Performance Information Table

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
	System and a Culture of Preparedness						
2011	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of organizations linked to disasterhelp.gov	32	32	
2012	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of organizations linked to disasterhelp.gov	32	32	
2013	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of organizations linked to disasterhelp.gov	32	32	
2014	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of organizations linked to disasterhelp.gov	32	32	
2015	Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	*	*	# of organizations linked to disasterhelp.gov	32	32	

Part IV: Planning For "Multi-Agency Collaboration" ONLY

Section A: Multi-Agency Collaboration Oversight (All Capital Assets)

1. Stakeholder Table:

Partner Agency	Joint exhibit approval date
*	*

2. Partner Capital Assets within this Investment:

Partner Agency	Partner Agency Asset Title	Partner Agency Exhibit 53 UPI (BY 2011)
*	*	*

3. Partner Funding Strategies (\$millions):

Partner Agency	Partner exhibit 53 UPI (BY 2011)	CY Contribution	CY Fee-for-Service	BY Contribution	BY Fee-for-Service
*	*	*	*	*	*

1. Did you conduct an alternatives analysis for this investment? *
- a. If "yes," provide the date the analysis was completed? *
- b. If "no," what is the anticipated date this analysis will be completed? *
- c. If no analysis is planned, please briefly explain why:
- *

2. Does this investment replace any legacy systems investments? Disposition costs (costs of retirement of legacy systems) may be included as a category in Part I, Section B, Summary of Funding, or in separate investments, classified as major or non-major. For legacy system investments being replaced by this investment, include the following data on these legacy investments.

4. Legacy Systems Being Replaced

Name of the Legacy Investment of Systems	UPI if available	Date of the System Retirement
*	*	*

3. For Multi-Agency Investments, Cost and Schedule Milestone table should be completed in the same format as Part II Section A and Part III Section A, above. NOTE: The Ex 300 schema includes an optional Work Breakdown Structure (WBS) field that is not depicted in the table below.

5. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline

Description of Milestones	Planned Cost (\$M)	Actual Cost (\$M)	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Planned Percent Complete	Actual Percent Complete
2.2 System Security Plan	\$4.4	\$4.4	2004-03-16	2003-10-01	2004-09-23	2004-09-23	100.00%	100.00%
2.3 Privacy Impact Assessment	\$22.6	\$22.6	2004-04-05	2003-10-01	2004-09-23	2004-09-23	100.00%	100.00%
2.4 NIST 800-26 Evaluation	\$0.0	\$0.0	2004-03-16	2004-04-22	2004-05-05	2004-05-05	100.00%	100.00%
2.5 Security Test &	\$0.0	\$0.0	2004-04-20	2004-03-16	2004-06-18	2004-06-18	100.00%	100.00%

5. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline								
Description of Milestones	Planned Cost (\$M)	Actual Cost (\$M)	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Planned Percent Complete	Actual Percent Complete
Evaluation								
3.1 ComCare	\$0.0	\$0.0	2004-11-01	2004-04-05	2005-04-29	2005-04-29	100.00%	100.00%
3.2 DMIS Fail Over Site	\$0.0	\$0.0	2004-07-28	2004-03-16	2004-09-30	2004-09-30	100.00%	100.00%
5.3 Enhancements / Combined resources of federal agencies	\$0.0	\$0.0	2003-11-10	2004-01-15	2004-08-31	2004-08-31	100.00%	100.00%
Program Support	\$1.4	\$1.4	2004-10-01	2004-06-30	2005-09-30	2005-09-30	100.00%	100.00%
DisasterHelp.gov	\$2.3	\$2.3	2004-10-01	2004-03-16	2005-09-30	2005-09-30	100.00%	100.00%
Interoperability Platform and DMIS Services	\$11.1	\$11.1	2004-10-01	2003-10-01	2005-09-30	2005-09-30	100.00%	100.00%
Data Exchange Standards	\$1.7	\$1.7	2004-10-01	2003-10-01	2005-09-30	2005-09-30	100.00%	100.00%
Program Support - FY 06	\$1.3	\$1.3	2005-10-01	2003-11-03	2006-09-30	2006-09-30	100.00%	100.00%
Interoperability Platform and DMIS Services - FY06	\$1.8	\$1.8	2005-10-01	2003-11-10	2006-09-30	2006-09-30	100.00%	100.00%
DisasterHelp.gov - FY06	\$7.6	\$7.6	2005-10-01	2003-10-01	2006-09-30	2006-09-30	100.00%	100.00%
Data Exchange Standards - FY06	\$1.7	\$1.7	2005-10-01	2004-10-01	2006-09-30	2006-09-30	100.00%	100.00%
Program Support - FY07	\$1.3	\$1.3	2006-10-01	2004-10-01	2007-09-30	2007-09-30	100.00%	100.00%
Interoperability Platform and DMIS Services - FY07	\$7.6	\$7.6	2006-10-01	2004-10-01	2007-09-30	2007-09-30	100.00%	100.00%
DisasterHelp.gov - FY07	\$1.8	\$1.8	2006-10-01	2004-10-01	2007-09-30	2007-09-30	100.00%	100.00%
Data Exchange Standards - FY07	\$1.7	\$1.7	2006-10-01	2005-10-01	2007-09-30	2007-09-30	100.00%	100.00%
Program Support - FY08	\$1.5	\$1.5	2008-06-30	2005-10-01	2009-06-29	2009-06-29	100.00%	100.00%
Web Support - FY08	\$5.6	\$5.6	2008-07-15	2005-10-01	2009-07-14	2009-07-14	100.00%	100.00%
Interoperability Platform and DMIS Services -	\$4.7	\$4.7	2008-07-15	2005-10-01	2009-07-14	2009-07-14	100.00%	100.00%

5. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline								
Description of Milestones	Planned Cost (\$M)	Actual Cost (\$M)	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Planned Percent Complete	Actual Percent Complete
FY08								
Data Exchange Standards - FY08	\$0.5	\$0.5	2008-08-16	2006-10-01	2009-08-15	2009-08-15	100.00%	100.00%
Program Support - FY09	\$1.3	\$1.3	2008-10-01	2008-10-01	2009-09-30	2009-09-30	100.00%	100.00%
Web Support- FY09	\$1.8	\$1.8	2008-10-01	2008-10-01	2009-09-30	2009-09-30	100.00%	100.00%
Interoperability Platform and DMIS Services - FY09	\$7.7	\$7.7	2008-10-01	2008-10-01	2009-09-30	2009-09-30	100.00%	100.00%
Data Exchange Standards - FY09	\$1.7	\$1.7	2008-10-01	2008-10-01	2009-09-30	2009-09-30	100.00%	100.00%
Program Support - FY10	\$1.4	\$0.6	2009-10-01	2009-10-01	2010-09-30		80.00%	80.00%
Web Support - FY10	\$1.8	\$1.4	2009-10-01	2009-10-01	2010-09-30		80.00%	80.00%
Interoperability Platform and DMIS Services - FY10	\$7.9	\$6.4	2009-10-01	2009-10-01	2010-09-30		80.00%	80.00%
Data Exchange Standards - FY10	\$1.7	\$1.4	2009-10-01	2009-10-01	2010-09-30		80.00%	80.00%
Program Support - FY11	*	*	2010-10-01		2011-09-30		0.00%	0.00%
Web Support - FY11	*	*	2010-10-01		2011-09-30		0.00%	0.00%
Interoperability Platform and DMIS Services - FY11	*	*	2010-10-01		2011-09-30		0.00%	0.00%
Data Exchange Standards - FY11	*	*	2010-10-01		2011-09-30		0.00%	0.00%
Program Support - FY12	*	*	2011-10-01		2012-09-30		0.00%	0.00%
Web Support - FY12	*	*	2011-10-01		2012-09-30		0.00%	0.00%
Interoperability Platform and DMIS Services - FY12	*	*	2011-10-01		2012-09-30		0.00%	0.00%
Data	*	*	2011-10-01		2012-09-30		0.00%	0.00%

5. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline								
Description of Milestones	Planned Cost (\$M)	Actual Cost (\$M)	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Planned Percent Complete	Actual Percent Complete
Exchange Standards - FY12								

* - Indicates data is redacted.